

**Early Years, Youth and Education Services**

**Youth and Community Team**

**Action Plan and Progress Report**

**Youth and Community Team  
Areas for Development as a result of Ofsted**

**Key Aspect 1: Standards of young peoples' achievements and the quality of youth work practice**

<b>The development of accredited programmes in centre based work and some projects is less well developed</b>	<b>Performance targets</b>	<b>Lead</b>
<p><b>Actions:</b></p> <p>The development of a centre based practitioners forum to address centre specific issues.  <i>Centre based practitioners met on 28/09/06. Agreed to meet 4 times a year.</i></p> <p><b>Promotional material for Youth Achievement Award/other appropriate Accreditation available within all centres and displayed.</b></p> <p>Internal moderators group to meet regularly, agree terms of reference to monitor, develop and maintain accreditation programmes across the service.  <i>Draft terms of reference, and meets bi-monthly. Currently considering moderation of learning outcomes.</i></p> <p>To support staff in development of recorded outcomes.  <i>Recorded outcomes have increased from 3.03% to 8.77%.</i></p> <p>Develop reports at a unit level and monitor accredited programmes and achievements.  <i>Reports set up for 70% of units to be shared November 2006.</i></p>	<p>Sept</p> <p>All centres displaying up-to-date, relevant display materials</p> <p>Terms of reference agreed            Group provide regular relevant reports for SMT</p> <p>Increase in recorded outcomes on Youthbase</p> <p>August 06</p>	<p><b>SK</b></p> <p>AG</p> <p>SK</p> <p>SK</p> <p>SK</p> <p>RR</p>

Staff with JSLA Training to deliver Accredited programme 5 new JSLA programmes starting November 2006.	Full time Staff receiving JSLA Training February 2006 to deliver at least 1 course by March 2007.(Minimum 5 JSLA courses recorded onto Youthbase)	DT/ JD
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<p><b>Young people from Black and Minority Ethnic communities are underrepresented in accreditation overall</b></p>		
<p><b>Actions:</b></p> <p>D of E co-ordinator work with existing groups to develop Castle and Bronze award including adapting the Expedition section to meet individual needs.  <b>Asian Women's Centre to start Castle Award November 2006.</b></p> <p>D of E co-ordinator to work with Equalities workers to deliver promotional events encouraging participation of Disabled and Ethnic Minority young people  <b>In partnership with the Me2 panel, 31<sup>st</sup> March has been identified as the date for the D of E promotion for disabled young people. Multi agency planning meetings have taken place. Three of the equalities team are forming an Asian young men's D of E group that will serve as a positive role model for other BME groups.</b></p> <p>All existing promotional material to be reviewed, amended and distributed to appropriate personnel, groups and all practitioners, to include appropriate images and language  <b>Review of material to commence November 2006.</b></p>	<p>1 new group to commence D of E/Castle</p> <p>At least one event planned and executed by March 2007</p> <p>Up-to-date relevant appropriate materials available in all centres/settings and for further distribution</p>	<p>SK</p> <p>SK/ DW</p> <p>SK</p>

<p><b>Standards vary considerably across the service and in too many cases young people are insufficiently challenged or stretched</b></p>		
<p><b>Actions:</b>          To deliver 3 self assessment processes per year to improve on the overall score and target areas deemed to be unsatisfactory in order to continue to provide additional support to raise performance.  <i>On track to deliver 3 assessments.</i></p> <p>Increase assessors from partner organisations  <i>No progress as yet.</i></p> <p>Refresh course for existing assessors  <i>Took place 9<sup>th</sup> October 2006.</i></p> <p>Practitioners to receive training on assessment criteria to more accurately review their own work and identify actions for improvement  <i>Planned for 9<sup>th</sup> November 2006.</i></p> <p>Area Team Leaders to assess sessions within their team on a monthly basis  <i>Systems being set up to monitor this.</i></p> <p>To begin to assess key partner organisations.  <i>No progress as yet.</i></p>	<p>Feb/Sept/Dec          Reduce unsatisfactory by 20%</p> <p>2 further assessors</p> <p>Nov</p> <p>All staff to attend course and review performance through supervision sessions</p> <p>To complete and return proforma to QAM          Address areas for improvement via supervision procedures.</p> <p>Identify key partners and required protocol</p>	<p><b>AG</b></p>

<p>Implement new Performance Management procedures.  <b>Implemented at Senior Practitioner level.</b></p> <p>All full and substantial part time staff to deliver 60% face to face work with young people  <b>System is in place to monitor this.</b></p>	<p>Every 3<sup>rd</sup> supervision. Full roll out Nov with annual extended management review.</p> <p>Monitored through supervision and outlook calendars</p>	
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<p><b>The identification and recording of young peoples learning is not sufficiently embedded across the service</b></p>		
<p><b>Actions:</b></p> <p>Curriculum team to provide appropriate training to support understanding across the service, All curriculum based training to include package of materials with examples of suitable learning outcomes for the activity/project.  <b>95% of full-time staff have completed Capturing the Evidence Training. Programmes have been delivered for part-time staff.</b></p> <p>Internal moderators to monitor standards of recorded outcomes across the service and make appropriate recommendations for further training.  <b>Bi-monthly meetings established.</b></p>	<p>To enable staff to build portfolio of practical activity</p> <p>Bi-monthly meetings</p>	<p><b>SK</b></p>

Elected members of area forums – this work is at the early stages of development		
<p><b>Actions:</b> Lead members of staff identified in each of the five area teams. <b>Established.</b></p> <p>Support staff to lead on the development of five area youth forums, in partnership with other agencies. <b>Lead workers attended Youth Bank training June 2006. Steering group has met.</b></p> <p>Establish five area youth forums to include representatives from each secondary school, college and youth centre. <b>Two areas have established area youth forums, 3 are in development. Peer mentors are working on a resource pack.</b></p> <p>Identify and support youth representatives to attend and feed into A C Meetings and link to area youth forums. <b>Dudley North and Stourbridge have co-opted young person on committee. Dudley Central link in through area forum. Halesowen and Brierley Hill still to establish formal links.</b></p> <p>Resources allocated and contract drawn up to pay young consultant to develop the election process for the DYC. Review of DYC membership – make up of group, length of membership etc. <b>Young person carried out independent review and education of elections, includes recommendations for future elections for Dudley Youth Council.</b></p> <p>Meet with Electoral Services and develop action plan for DYC and UKYP election process <b>Meeting took place in August. Recommendations made in final report.</b></p>	<p>June 06</p> <p>6-weekly steering group meetings from June onwards</p> <p>Resource pack for each area</p> <p>Sept 06 Support from Peer Mentors</p> <p>June 06 July 06</p> <p>Aug 06</p>	<p><b>JP</b></p>



<p><b>Youth work practice- the less effective work was insufficiently focused on outcomes and there was an over emphasis on purely recreational activity with no clear educational purpose.</b></p>		
<p><b>Actions:</b>          To deliver 3 self assessment processes per year and target areas deemed unsatisfactory in order to provide additional support to raise performance  <b>On target to deliver assessments.</b></p> <p>Curriculum Priorities determined and staff informed –</p> <ul style="list-style-type: none"> <li>• Sex and Relationships Education              Basic Sexual Health awareness training delivered  <b>8 young people attended residential, now meeting regularly as peer educators and undertaking OCN accredited training in sex and relationships and peer education.              Teenage Pregnancy Co-ordinator working with Training Officer to develop accredited course for youth workers in Sexual Health              Bus project developed in Castle &amp; Priory delivering Sex &amp; Relationships Education</b></li> <li>• Healthy Lifestyles              ‘Get Cooking’ Programme to be delivered in partnership with Public Health.               Food Hygiene certificate training provided.  <b>Food Hygiene course date to be agreed with trainer.</b></li> <li>• Anti-bullying              Deliver Anti-bullying programme in 2 centres  <b>Progress on anti-bullying DVD at one centre.</b></li> </ul>	<p>Feb/Sept/Dec              Reduction in unsatisfactory by 20%</p> <p>Increase trained full time staff to 30%              Increase part – time trained staff to 30%</p> <p>10 staff members receive training with Food for Health advisor</p> <p>Minimum 1 course provided</p> <p>At least 2 further centres to have an Anti-bullying policy developed              4 Existing policies to be reviewed              (Greenhill, Russells Hall, Valley Road, Kingswinford)</p>	<p><b>AG</b></p> <p>SK</p> <p>JD</p> <p>SK</p> <p>JD</p> <p>SK</p> <p>SK</p>

## Key Aspect 2: Quality of curriculum and resources

Some areas of the borough are not well served. In particular one of the most socially deprived has no building based provision and there are gaps in some areas of provision particularly in relation to work with girls and young women, Lesbian, Bi-sexual and Transgender young people and some BME groups	Performance targets	Lead
<p>Actions:</p> <p>Strategies for increasing the participation levels of girls and young women developed.  <b>Action plans in place at area and unit level.</b></p> <p>Training programmes to assist the strategies developed.  <b>Training to be delivered leading up to International Women's Day February 2007.</b></p> <p>Audit of likely take up of training completed.  <b>All full-time staff committed to undertake training.</b></p> <p>Development and delivery of 'safe space projects'.  <b>Pilot project at one centre and audit of other centres underway.</b></p> <p>Strategies for engagement with and support of LGBT young people developed.  <b>Interagency joint work in development.</b></p> <p>Review project and area returns on ¼ly basis.            - Identify gaps in provision and sharing with project leaders.            - Develop customised strategies with project leaders in order to meet identified targets.  <b>Reports are being developed, new database being commissioned to improve reporting on equalities.</b></p>	<p>By Sept 06</p> <p>Delivery from Sept 06</p> <p>Oct 06</p> <p>From Oct 06</p> <p>By Oct 06</p> <p>From Aug 06</p>	<p><b>DW</b></p>

<p><b>Good quality youth work with partners for young people with learning difficulties and/or disabilities is extending the range of work, but not enough emphasis is given to integrating these young people into mainstream opportunities</b></p>		
<p>Actions:</p> <p>Increase the number of Me2 panels. Panels have increased to two. Equalities worker undergoing training to lead 3<sup>rd</sup> panel.</p> <p>Staff identified to target Me2 work with 13-19 year olds. Youthwork staff identified and delivering alongside Me2.</p> <p>One full-time centre to achieve full Me2 inclusive award. On course.</p> <p>Pilot 2 further Me2 projects at youth projects. 1 project identified.</p> <p>Audit all centres as to their potential to deliver Me2. Programmed to be designed December 2006. Audit planned for Jan-March 2007.</p> <p>Provide Me2 award information to all projects. Information being collated ready for distribution.</p> <p>Along with Me2 organise a Boroughwide event promoting the opportunities available to disabled young people. 31<sup>st</sup> March agreed for event. Three regular meetings have been held.</p>	<p>To 2 by Aug 06 and 3 by March 07</p> <p>One full-time staff working 2 sessions a week re: DT's staff. 2 sessions a week by Aug 06</p> <p>By Nov 06</p> <p>By Jan 06</p> <p>By March 07</p> <p>By Dec 06</p> <p>March 07</p>	<p><b>DW</b></p>

<p><b>Curriculum priorities are unclear and not reflected in unit programmes. Too often staff are unsure about service expectations particularly in centre based work and programmes do not reflect what the service is trying to achieve</b></p>		
<p><b>Actions:</b></p> <p>Unit plans to be established and developed  Individual action plans to be completed following PRD sessions  Unit plans being developed. Individual plans to be completed by November 2006.</p> <p>Integrated Service Plan framework  To be developed with corporate guidelines.</p> <p>The development of a centre based practitioners forum to address centre specific operational issues  Established.</p> <ul style="list-style-type: none"> <li>▪ Curriculum Priorities identified  Sex and Relationships Education – each ATL identifies workers for area development  Three areas have identified lead workers.  Teenage Pregnancy Co-ordinator &amp; Trainee Youth &amp; Community Worker developing a 6 week programme to be delivered in all youth units on a rolling programme</li> </ul> <p>Healthy Lifestyles – develop healthy tuckshops  All centres to develop by March 2007, with guidelines to support development.</p> <p>Anti-bullying developed through peer education in at least 2 further centres.  One centre in progress.</p>	<p>March 07  100% return by Sept</p> <p>Sept 06</p> <p>1 SRE project delivered per area</p> <p>All centres</p> <p>Identify practitioners to lead.  Identify centres  Deliver programme by  March 07</p>	<p><b>SK</b></p> <p>AG</p> <p>SW</p> <p>AG</p> <p>SK</p> <p>SK</p> <p>SK</p>

<p><b>A large proportion of youth workers are unqualified</b></p>		
<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Continue to deliver Child Protection Training to incoming staff  30% of new starters have done child protection so far. There is another Child Protection course to be run, but date is to be agreed.  Our induction programme includes child protection module.</li> <li>• 'Introduction to Youth Work' OCN level 2 for unqualified staff  34% of part-time staff remain unqualified (43 staff yet to be trained).  Introduction to Youth work scheduled for Jan 2007.</li> <li>• Provide certificated curriculum training on an ongoing basis  Arts Award training 13<sup>th</sup> and 19<sup>th</sup> October.   Follow up training for JSLA 2<sup>nd</sup> December.</li> </ul>	<p>100% new staff receive Child Protection Training</p> <p>MI report shows that 56 out of 124 staff remain unqualified. January 2007 minimum 15 staff recruited to access OCN level 2 training</p> <p>Staff build portfolio of training attended</p>	<p><b>SK</b></p>

<p><b>The training programme overall is not sufficiently linked to the services delivery plan targets.</b></p>		
<p><b>Actions:</b></p> <p>Induction programme for new starters to include Child Protection and Risk Assessment  <b>Induction programme includes Child Protection and Risk Assessment.</b></p> <p>Design and deliver practical workshops with support of other youth work staff  <b>Eight curriculum practical workshops planned for Jan-April 2007.</b></p> <p>Monitor training delivered using EMS to ensure programmes are linked to service plan targets and evidence those staff attending.  <b>Reporting is now established. Training programme linked to service priorities.</b></p> <p>Introduction to Youth Work OCN level 2  <b>Scheduled for January 2007.</b></p> <p>OCN level 3 to support workforce development  <b>This is running 20<sup>th</sup> September – 27<sup>th</sup> June.</b></p> <p>Responses to specific request such as first aid.  <b>29 youth service staff have done training around first aid.</b></p>	<p>100% new staff to complete</p> <p>Minimum of 5 workshops.</p> <p>Ongoing</p> <p>24% increase 06/07</p> <p>12% increase in staff qualifying.</p>	<p><b>SK</b></p> <p>SK</p> <p>JD</p> <p>RR</p> <p>SK</p> <p>SK</p>

Other specialist resources including those for music and the arts are less prevalent		
<p>Actions:</p> <p><i>Youth Arts Award Accreditation programme – training for self selecting staff</i>  <i>Training in place 13<sup>th</sup>, 19<sup>th</sup> October.</i></p> <p>Curriculum based Arts training activity will contribute to staff knowledge of activities/ programmes.</p> <ul style="list-style-type: none"> <li>- Audit of specialist art resources <i>Audit undertaken</i></li> <li>- Review of and look to develop greater working relationships with DPA. <i>Still to develop.</i></li> <li>- Developing links with Regional Youth Arts Officer. <i>Meeting planned for 24<sup>th</sup> October 2006.</i></li> </ul>	<p>38% of staff to access training and undertake delivery of programme. Line managers to follow up to identify/ plan project. Send copy of project plan through to Joe for information</p> <p>Personal portfolio's started by January 2007</p> <p>Baseline determined</p> <p>Identify future working partnership remit.</p>	<p><b>SK</b></p> <p>SK</p>

### Key Aspect 3: Leadership and management

<b>The service plan identifies the contributions made to ECM outcomes but its targets are not sufficiently robust or reflected at unit level</b>	<b>Performance targets</b>	<b>Lead</b>
<p><b>Actions:</b></p> <p>To implement when planning framework for Directorate has been agreed. Implement Ofsted Improvement Plan, whilst awaiting Directorate guidance for new planning framework.</p>		<b>SMT</b>



<p><b>The wider quality assurance procedures are confusing for staff and not implemented effectively through youth work programmes</b></p>		
<p><b>Actions:</b></p> <p>Sessional planning and evaluation paperwork to be reviewed and redesigned where appropriate through the creation of a working group.</p> <p>Draft paperwork piloted May – presented to practitioners in July. Full pilot underway from October. To be reviewed at Team Day 13<sup>th</sup> December.</p>	<p>*1<sup>st</sup> draft pilot May-July introduced to wider practitioner group July</p> <p>*Full pilot Nov</p> <p>*Review at team day Dec</p>	<p><b>AG</b></p>

<p><b>Insufficient strategic direction is given to equality and diversity issues overall. An equality and diversity policy has been recently produced but targets are not sufficiently specific nor understood and implemented</b></p>		
<p>Actions:</p> <p>Identify other staff outside of the Equalities Team to be part of a working group.  External partners have agreed to participate and group will be widened within service by November 2006.</p> <p>Policy and Curriculum written.  This will be completed December 2006.</p> <p>Deliver pilot at one project.  Piloting to take place February 2007.</p>	<p>By Aug 06</p> <p>By Nov 06</p> <p>By Jan 07</p>	<p><b>DW</b></p>

<p><b>Work overall to involve young people in service development is at an early stage of development and young people are insufficiently involved in needs analysis, planning and evaluation at a local level</b></p>		
<p><b>Actions:</b></p> <p>Young people to be actively involved in the services self assessment process  <b>On target.</b></p> <p>Introduction of a complaints, comments, compliments system  <b>Draft guidelines being consulted on.</b></p> <p>Annual satisfaction survey to be completed  <b>In progress.</b></p>	<p>Minimum of 50% of assessments involve young people</p> <p>Design by Sept  Implement by Dec  Review returns within annual satisfaction survey analysis report Oct</p> <p>Oct  Increase returns by young people by 20%</p>	<p><b>JP</b></p> <p>AG</p> <p>AG</p> <p>AG</p>

<b>Management information is not used effectively to inform needs analysis or programme planning.</b>		
<b>Actions:</b>  Continue to develop Needs Analysis Library, and inform staff of key areas of concern in order to inform programme planning. <i>Continues to develop.</i>  Monitor use of the Needs Analysis Library and ensure all staff have access <i>Monitoring is taking place.</i>  Purchase and implement new CMS for the Service to replace Youthbase, allowing improved programme monitoring. <i>On target.</i>  Needs analysis workshops to be included within Team Day. <i>Planned for 13<sup>th</sup> December.</i>	  Ongoing   Ongoing   April 07   Dec	  <b>RR</b>  RR   RR   RR   JD